



CULTURAL CHAMPION NETWORK

# QUICK REFERENCE GUIDE





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# BACKGROUND

The Navy's vision is to develop an environment in which all Sailors are trained and empowered to navigate life's events effectively and assist their shipmates through periods of stress or difficulty. We want Sailors to give attention to their well-being and feel confident seeking help from available resources to proactively promote their long-term health.

We must help Sailors reach our goal of becoming a more unified Navy Team. Promoting our Sailors' physical, mental, emotional, social and spiritual well-being via all available resources throughout their career helps us stay mission ready. This begins with the way we communicate. Too often, our discussions with Sailors can become overly focused on the consequences of negative behaviors. This focus can cause feelings of disempowerment, disengagement and distrust. Without dedication to addressing the root causes or making an active effort to prevent negative outcomes, we can find ourselves in a loop of ineffective conversation and simply reacting to the symptoms of our Sailors' challenges.

**Our new approach will help us become a more unified team, maintain our mission readiness and drive our organization toward a Culture of Excellence (COE). We are laying a strong foundation for our future by promoting Signature Behaviors and healthy norms at all levels of the Navy.**

The COE is supported by leaders and partners throughout the Navy, known as Cultural Champions. In this guide, you will be introduced to the Cultural Champion Network (CCN) and related processes and products available to assist you in building resilience within your command.

As a Cultural Champion and emerging leader in the Navy, your expertise, commitment to our Sailors and consistent support is a crucial element for the long-term success of our COE. Your individual actions help make the command more inclusive and empowered. As a key component of our COE, you are actively integrating Sailor support into a streamlined system and building a model for success. Together, we can make a lasting impact and spur genuine cultural change throughout the entire Fleet.

We are excited about the cross-functional approach presented in this Cultural Champion Network Quick Reference Guide, henceforth referred to as the "QRG." This effort is also supplemented by the 2018 [Command Resilience Team Guide](#).





# HOW TO USE THIS GUIDE

This QRG is a tool designed to support you in your everyday duties as a Cultural Champion and prepare you to effectively support Sailors by promoting health and wellness throughout the Navy.

Within this guide, you will find information on each component of the CCN, including specifics on the leaders, partners, processes and products involved in the network. This guidance presents Sailor-informed best practices that have been consolidated to connect the components of the CCN into one holistic resource that aids in supporting our COE. Use this information as a guiding framework and note that variations should be implemented to meet your command's individual needs.

As a Cultural Champion, your role begins when each Sailor initially checks into your command. Each member is responsible for fostering a sense of inclusiveness, empowerment and support throughout the command. This QRG is intended for use by the CCN as they support Sailors through their personal and professional growth.

**Thank you for your commitment to our Navy Team.**



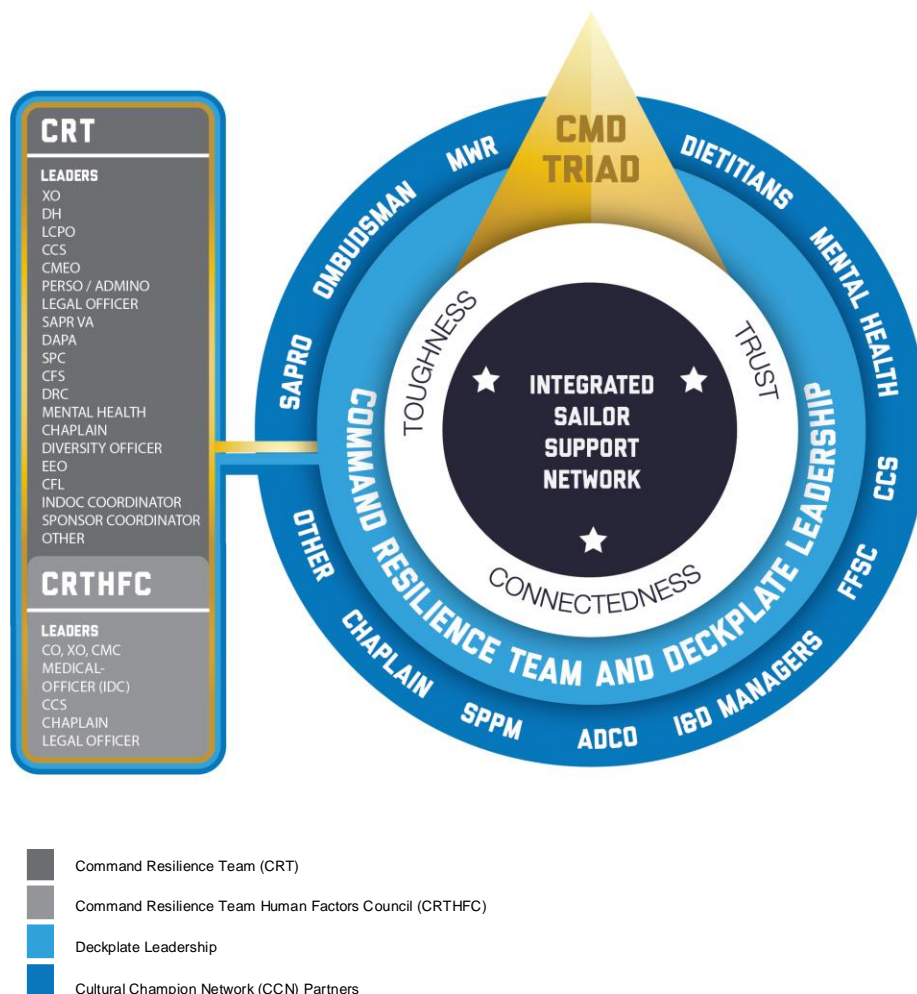


# IMPLEMENTATION

## Cultural Champion Network Overview

As seen in Figure 1, the CCN is a cross-functional effort led by the command triad. By linking all Cultural Champions together in one network, the Navy is streamlining conversation and care for Sailors and encouraging them to stay connected to tools and resources to thrive in any condition – psychologically, spiritually, physically and emotionally – throughout their career. Integrating these network elements also allows for a standardized process across individual commands and permits the Navy to establish behavioral baseline trends for Sailors so better support can be provided and effective measurement of progress can occur. Please note that some commands may not have all CCN leaders as listed in Figure 1. Variations of this list should be implemented to meet individual needs of each command.

Figure 1

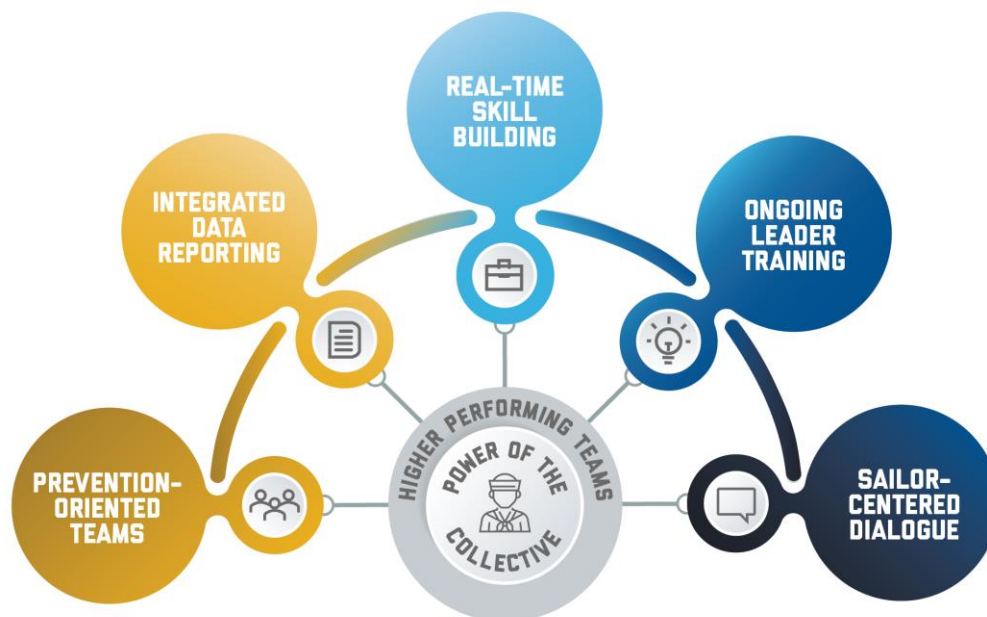




## Network Leaders, Partners, Processes and Products

The CCN framework combines various leaders, partners, processes and products to make up an integrated Sailor support system at each command, as outlined in Figure 2. The CCN includes members from Command Resilience Teams (CRTs), Command Resilience Team Human Factors Councils (CRTHFCs) and Engaged Deckplate Leaders (EDLs) through the Engaged Leadership Program (ELP). Several command resources and base resources make up the CCN partners as available. Command resources include, but are not limited to, Command Climate Specialists, Sexual Assault Prevention and Response Officers (SAPROs), Mental Health Specialists, Chaplains and Command Fitness Leaders. Base resources include, but are not limited to, Chaplains (when not assigned to the command), Dietitians, Fleet and Family Support Centers (FFSCs), the Naval Family Ombudsman Program and Morale, Welfare and Recreation (MWR) programs.

Figure 2

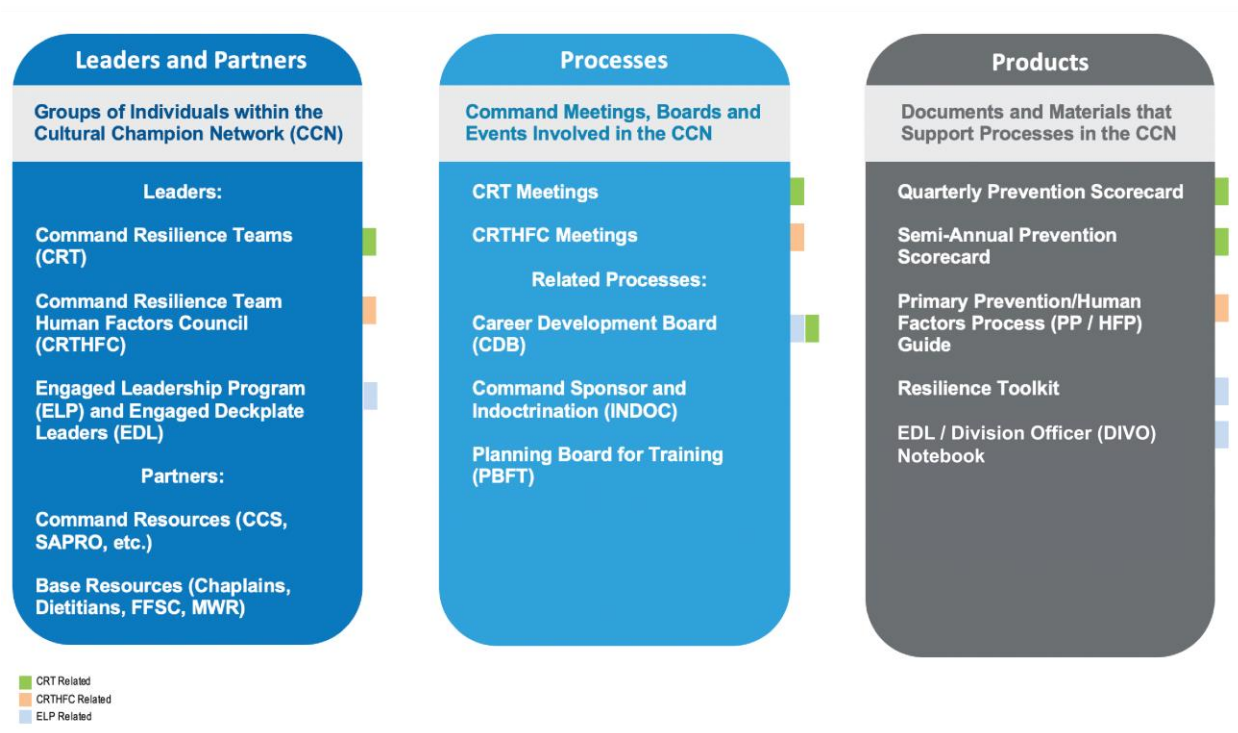






Leaders within the CCN will continue to own specific processes and products relevant to their duties. The CCN places an intentional focus on existing command infrastructures and processes such as CRT and CRTHFC meetings, Career Development Boards (CDBs), the Command Sponsor and Indoctrination (INDOC) Program and the Planning Board for Training (PBFT). There are a variety of products available to support these processes, such as the Quarterly Prevention Scorecard, Semi-Annual Prevention Scorecard, Resilience Toolkit and the EDL/Division Officer (DIVO) Notebook.

Figure 3





# Command Resilience Team Components

## Leaders

### Command Resilience Team

The CRT consists of command leadership, program managers and other command members with a cross-section of paygrades, gender, race and ethnicity and departments.

Table 1

| Mandatory CRT Members   | Mandatory CRT Members (if assigned)  |
|---|--|
| <ul style="list-style-type: none"><li>• Executive Officer (XO) or equivalent</li><li>• 1x Department Head (DH)</li><li>• 1x Department Leading Chief Petty Officer (DLCPO)</li><li>• Chaplain</li><li>• Deployed Resiliency Counselor (DRC)</li><li>• Command Career Counselor (CCC)</li><li>• Personnel Officer</li><li>• Legal Officer</li><li>• Sexual Assault Prevention and Response Victim Advocate (SAPR VA)</li><li>• Drug and Alcohol Program Advisor (DAPA)</li><li>• Command Financial Specialist (CFS)</li><li>• Suicide Prevention Coordinator (SPC)</li><li>• Command Managed Equal Opportunity (CMEO) Program Manager</li><li>• Command Sponsor Coordinator</li><li>• Command Indoctrination Coordinator</li><li>• Command Fitness Leader (CFL)</li><li>• Expanded Operational Stress Control (EOSC) Team Lead</li></ul> | <ul style="list-style-type: none"><li>• Chaplain</li><li>• Command Diversity Officer</li><li>• DRC</li><li>• Mental Health Specialist</li><li>• Equal Employment Opportunity (EEO) Program Manager</li></ul> |

The XO serves as the CRT Lead and the CMEO Program Manager serves as the Command Climate Assessment Coordinator. For commands that do not have an XO, the Senior Enlisted Leader (SEL) provides CRT oversight. The Commanding Officer (CO) has the discretion to increase the size or scope of the CRT. Regardless of team composition, final responsibility for CRT effectiveness remains with the CO.

**The CRT should be modified to fit the command's dynamic, whether consolidating member functions to make the team smaller or increasing membership due to command size and scope.**





## **Command Resilience Team Responsibilities**

As an enduring function, CRT members participate in analyzing the Command Climate Assessment to include records and reports, focus groups, interviews, observations, drafting of executive summary and the Plan of Action and Milestones (POA&M) for ongoing CRT activities. All CRT members will perform duties and responsibilities as appropriate. Additionally, CRT members are required to sign a non-disclosure agreement to maintain confidentiality.

As a vital function to the success of the command's ELP, CRTs play a key role in aiding EDLs in the creation of prevention plans and strategies to assist commands in maintaining a high level of Sailor resilience through monitoring of positive and negative behaviors across the command.

CRTs will receive training that equips them to provide instruction on primary prevention and strategies that reduce risk factors and increase protective factors associated with destructive behaviors. Training will incorporate a comprehensive primary prevention process to promote Signature Behaviors as well as prevention principles, Human Factors Process (HFP) and tools to strengthen command effectiveness. Signature Behaviors are positive behaviors that contribute to improved well-being, greater connectedness, increased toughness, higher trust and resilience. A full list of resources to assist in these efforts can be found in the supplemental [CRT Guide](#).

## **Command Resilience Team Meetings**

CRTs must meet quarterly, at a minimum, to review behaviors, environmental factors, organizational influences or supervisory concerns that may affect Sailor resiliency, morale or the overall command climate. Through information obtained from command climate surveys, focus groups, interviews, command observations and EDLs, CRTs will utilize the HFP, a human-centered approach designed to ensure the command achieves its desired outcomes (e.g., individual and organizational change) through proper implementation of strategies to reduce risk factors and increase protective factors associated with destructive behaviors.

When appropriate, commands should make use of community resources and services for assistance. CRTs should leverage all partners within the broader CCN to ensure the best support is provided to every Sailor, every day. Cultural Champions must ensure that the privacy and confidentiality of information shared within the CRT is maintained.



## Command Resilience Team Human Factors Council

The CRTHFC is a subset of the broader CRT with specific “need-to-know” information about individual Sailor cases.

Table 2

| Mandatory CRTHFC Members (if assigned)  | SME Support (as required)   |
|---|---|
| <ul style="list-style-type: none"><li>• CO or Officer in Charge (OIC)</li><li>• XO or equivalent</li><li>• Command Master Chief (CMC) or SEL</li><li>• Legal Officer</li><li>• Medical Officer or Independent Duty Corpsman (IDC)</li><li>• Command Climate Specialist (CCS)</li><li>• Chaplain</li><li>• Individual Sailor’s respective DH</li></ul> | <ul style="list-style-type: none"><li>• DAPA</li><li>• SAPR VA</li><li>• DRC</li><li>• FFSC</li><li>• SPC</li><li>• Command Individual Augmentee Coordinator (CIAC)</li><li>• Additional Departmental Leadership</li></ul> <p><i>This list is not all inclusive; Commanders will add members at their discretion as the situation requires.</i></p> |

The command triad is responsible for CRTHFC implementation. The CO or OIC will chair the CRTHFC. EDLs are encouraged to notify the CRTHFC via the DH after considering Sailors who may be facing a preponderance of challenges or displaying potential at-risk behaviors. The Resilience Toolkit is an available resource to assist EDLs in identifying potential CRTHFC referrals.

**The CRTHFC should be modified to fit the command’s dynamic, whether consolidating member functions to make the team smaller or increasing membership due to command size and scope.**

## Command Resilience Team Human Factors Council Responsibilities

CRTHFCs are convened to provide commanders with a better understanding of the overall well-being of personnel and to recommend individualized risk mitigation plans when appropriate. CRTHFC members are the best trained to understand the HFP at the command and, by nature of their profession, are positioned to provide an objective assessment of risk and potential mitigation strategies. Privileged communication held by a chaplain or counselor will be fully protected within the CRTHFC. Additionally, CRTHFC members will be required to sign a non-disclosure agreement to maintain confidentiality. A full list of resources to assist in these efforts, including human factors and primary prevention tools and resources, can be found at [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx).



## **Command Resilience Team Human Factors Council Meetings**

CRTHFC meetings are non-punitive and should convene to discuss individual Sailor resilience in a private and confidential manner while allowing solutions to be determined by members who are cognizant of Resilience Indicators per the Resilience Toolkit. This subset of the CRT determines risk level for each Sailor as deemed appropriate. It is expected that Sailors in need of additional support and mentoring will come to the attention of the CRTHFC through products like the Resilience Toolkit. Similar to the CRTHFC meetings, these products are non-punitive.

CRTHFC meetings must occur as soon as possible when an at-risk Sailor is identified or monthly, at a minimum, to discuss Sailors who require additional resources and create effective, holistic risk management plans to mitigate adverse outcomes and improve individual and force readiness. The CRTHFC may discover environmental, organizational or supervisory factors that, while impacting an individual Sailor, may become systemic across the command and require immediate mitigation. All concerns will be provided to the CRT for their quarterly meeting to develop a risk mitigation POA&M. CRTHFC meetings will occur bi-annually, at a minimum, to discuss reserve Sailors.

Individual Sailor discussions should ALWAYS remain within the CRTHFC. CRTHFC members must not discuss specific confidential and private information disclosed during the meeting with non-CRTHFC members. Information derived solely from CRTHFCs will not be used to limit liberty except in unusual circumstances as determined by the CO. A resource on the proper management and distribution of sensitive information can be found at

[https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx)

## **Processes**

### **Command Resilience Team Guide**

For a full list of CRT processes and procedures, please reference the supplemental [CRT Guide](#). The CRT Guide provides details on items such as CRT collaboration, the Command Climate Assessment and EDLs.

### **Human Factors Council Support**

To access a CRTHFC sample instruction, please visit: [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx)



## Products

CRTs may use the optional Quarterly and Semi-Annual Prevention Scorecards, located at [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx). Each member of the CRT is accountable for gathering data related to their respective roles and responsibilities. Both scorecards track Signature Behaviors and destructive behavior(s), which can be utilized to inform the HFP and the CCN. The Quarterly Prevention Scorecards are needed to create the Semi-Annual Prevention Scorecards. See each individual scorecard for instructions and additional details. If the Navy Type Command (TYCOM) / Immediate Superior in Command (ISIC) has an established reporting tool that meets the intent of the Quarterly Prevention Scorecard or Semi-Annual Prevention Scorecard, then the TYCOM / ISIC has the flexibility to allow commands to continue use their own tool.

### Quarterly Prevention Scorecard

The optional Quarterly Prevention Scorecard may be used by CRTs to capture Signature Behaviors and identify destructive behaviors at the unit level. Destructive behavior metrics identified over the previous quarter will be discussed to inform the HFP mitigation strategy. CRT leadership will designate specific CRT members to maintain the Quarterly Prevention Scorecard and produce the Semi-Annual Prevention Scorecard and Semi-Annual Scorecard Report.

### Semi-Annual Prevention Scorecard

The optional Semi-Annual Prevention Scorecard is an automated roll-up (Excel document) of the Quarterly Prevention Scorecards, with highlights of key statistics. This product should be used to inform discussions at the ISIC level. Additionally, a write-up should accompany the Semi-Annual Prevention Scorecard to inform best practices, new techniques, room for improvement and lacking support/resources. The write-up and scorecard should be consolidated to develop the Semi-Annual Scorecard Report, which should be no longer than two to four pages and should focus on the command's high-level concerns. Semi-Annual Scorecard Report example templates are available at [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx).

## Engaged Leadership Program Components

### Leaders

The ELP establishes and maintains a high performing team that is a fundamental resource for command collaboration and CCN effectiveness. The ELP consists of EDLs, including Work-





center Supervisors, Leading Petty Officers, Leading Chief Petty Officers, Division Officers and others. EDLs are in a unique position. They serve as mentors throughout each Sailor's career, assist in CDBs, work to retain the right Sailors, promote morale and are empowered to identify personal or professional issues that may impact a Sailor's well-being. EDLs accomplish this through proactive engagements, identifying problems before incidents occur, providing information referrals to support programs in coordination with the CCN and tracking Sailor improvement in their EDL/DIVO Notebook.

## **Processes**

Establishment of a formal ELP allows the command triad to better understand issues impacting Sailors. This should not be viewed negatively as a "new" program, but rather the formalization and linking of in-place programs to ensure alignment across the command. EDLs work concurrently with CRT members to implement unit-level prevention and response efforts. Together, they support primary prevention, positive leadership and the overall health of the command climate. More information and resources related to the following processes are available at [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx).

### **Career Development Board**

The Navy Enlisted Retention and Career Development Program is designed to improve the ability of Sailors to achieve their personal and professional goals while positively impacting retention of active duty or reserve Sailors. The CCC leverages CDBs to provide Sailors with information to successfully manage their careers. CCCs work concurrently with the CCN, leveraging CDB insights to assess human factors (e.g., financial concerns, environmental constraints) that could negatively impact a Sailor. The CCN formulates recommendations for corrective action and proposes changes that will positively affect reenlistment and attrition. CDBs also contribute to the effectiveness of the INDOC Program, ensuring Sailors' career goals remain on track. EDLs should maintain CDB documentation in the EDL/DIVO Notebook. CDB minutes can be obtained from the Division/Department Career Counselor and the CCC.

(REF: OPNAVINST 1040.11D, NAVPERS 15878L)

### **Sponsorship/Indoctrination Program**

The INDOC Program is designed to facilitate the transition of service members and their families into new working and living environments. Sponsorship should minimize the anxiety associated with a Permanent Change of Station (PCS) move while on active duty, executing orders to active duty from the reserve component or transferring between reserve component units. Command sponsor responsibilities begin when a Sailor receives PCS orders and



continues through their integration into the new command. Sailors are integrated into a command when they are fully cognizant of all policies, programs, services and responsibilities. Both the gaining command and detaching command have a responsibility to ensure a Sailor is fully supported during the transition to the new, gaining command. The detaching command should verify that personnel transferring to another command are assigned a command sponsor prior to detaching. Command sponsors should be fully trained and aware of all available resources.

The INDOC Program should be tailored to meet the command's needs and considers location, mission and vision when determining the indoctrination requirements. The INDOC training for newly reporting Sailors must clearly state command policy while informing the Sailor that they are a vital part of the command. The INDOC training should provide an overview of services available on the ship and in the homeport and include an introduction to the CRT as well as relevant resources, such as the comprehensive, standardized checklists to make Sailors feel valued and included from the start: [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx).

(REF: OPNAVINST 3120.32D) (OPNAVINST 1740.3D)

### **Planning Board for Training**

The PBFT is responsible for developing a comprehensive unit training program with the ultimate goal of well-trained and qualified personnel. PBFT is chaired by the XO and consists of the CMC, DHs, Damage Control Assistant, Educational Services Officer, Training Officer, Medical Officer or IDC, Safety Officer and Reserve Coordinator. The PBFT considers the operations employment of the unit and establishes immediate and long-range objectives to ensure operational readiness. The PBFT coordinates formal school requirements, personnel qualification standard (PQS) requirements, departmental training activities and integrated exercises. CRT and CRTHFC meetings should be coordinated at PBFT. Additionally, the PBFT may liaise with the CCN to identify gaps and additional training requirements. For example, the PBFT may engage the CMEOP Program Manager to ensure COE training events are maintained.

(REF: OPNAVINST 3120.32D)

## **Products**

There are currently two supporting products available to EDLs: the EDL/DIVO Notebook, and Resilience Toolkit. There is a Reserve-specific version for the toolkit to align with reservist requirements. These products should be used to assess readiness and growth in Sailors. However, information derived from these products should never be used to inform performance



evaluations. Performance evaluations should be based on observed performance, per BUPERSINST 1610.10E. CRTs should provide EDLs with the most up-to-date versions of these products, which can be found here: [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx).

### **Engaged Deckplate Leader/Division Officer Notebook**

The Standard Organization and Regulations Manual (SORM) requires EDLs to maintain an EDL/DIVO Notebook to track performance and monitor each Sailor's training and qualifications. Use of the EDL/DIVO Notebook is a best practice for EDLs to be more engaged and proactive in promoting successful Navy careers for their Sailors. Notes may be maintained electronically or physically and shared as appropriate with CRTHFCs and others in the CCN.

(REF: OPNAVINST 3120.32D)

### **Resilience Toolkit**

The mandatory Resilience Toolkit is a tool for EDLs to highlight potential risk factors of Sailors across their command. The Resilience Toolkit must be completed as part of the check in process and at least once annually. The Resilience Toolkit shall be used in conjunction with the Human Factors Process to help identify risk factors and promote positive Sailor growth. This tool can also help EDLs locate CRT resources and individuals in the CRT network who may be able to provide additional assistance. This tool is not a replacement for good leadership, but rather a supplement to it.

EDLs should use the Resilience Toolkit to identify resources and services relevant to Sailors. Leaders should not maintain records on every Sailor but may choose to maintain files as part of their EDL/DIVO Notebook on specific cases for their own recollection when attempting to track resources suggested and determine whether CRTHFC escalation is needed. All records after a case is resolved must be destroyed.

The Resilience Toolkit provides a list of possible, though not all-encompassing, resilience indicators for EDLs to consider. Selecting "Yes" to any option will provide a list of potential command and installation resources. While EDLs are encouraged to engage with CRT members, there is no requirement that a leader must consult with the CRT for every matter. To ensure the privacy of Sailors, referrals based on the toolkit should not be reported to any personnel outside of the CRTHFC. The Resilience Toolkit can be found at [https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/COE/Pages/Resources.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/COE/Pages/Resources.aspx).



# RESOURCES

| Informational Materials   |
|---|
| <a href="#"><u>Command Resilience Team Guide</u></a>                                      |
| <a href="#"><u>NAVADMIN: Operational Stress Control Policy Update</u></a>                 |
| <a href="#"><u>NAVADMIN: Culture of Excellence</u></a>                                    |
| <a href="#"><u>NAVADMIN: Inclusion and Diversity Policy Update</u></a>                    |
| <a href="#"><u>NAVADMIN: Re-establishing Navy Leader Development Framework Briefs</u></a> |
| <a href="#"><u>Signature Behaviors of the 21<sup>st</sup> Century Sailor</u></a>          |
| <a href="#"><u>U.S. Navy Inclusion &amp; Diversity Goals and Objectives</u></a>           |
| <a href="#"><u>CRT Quarterly and Semi-Annual Prevention Scorecard</u></a>                 |
| <a href="#"><u>Resilience Toolkit</u></a>   |
| <a href="#"><u>Inclusive Team Building Checklists</u></a>                                 |
| <a href="#"><u>CRTHFC Information Management Guidance</u></a>                             |
| <a href="#"><u>CRTHFC Sample Instruction</u></a>  |
| <a href="#"><u>Primary Prevention and Human Factors Process Training FAQs</u></a>         |





## KEY TERMS

Several key terms and concepts are used throughout this guide. Cultural Champions should be familiar with the elements defined below.

| Term  | Definition  |
|---|---|
| <b>Command Resilience Team (CRT)</b>                          | The key interdisciplinary group behind the Culture of Excellence, comprised of individuals with diverse backgrounds, experiences and skillsets charged to implement positive measures that promote well-being and resilience. CRTs are designed to provide command leadership with information and insight specific to the concerns of command personnel.                           |
| <b>Command Resilience Team Human Factors Council (CRTHFC)</b> | A subset of the CRT comprised of individuals that are best trained to understand the human factors within the command and are ideally positioned to provide an objective assessment of risk and potential mitigation strategies when needed.  |
| <b>Connectedness</b>  | The feeling of support and willingness to help. Involves the quality and number of connections one has with other people in a social circle of family, friends and acquaintances.   |
| <b>Cultural Champion Network (CCN)</b>                        | A cross-functional effort led by the command triad, designed to streamline conversation and care for Sailors and encourage them to stay connected to tools and resources to thrive in any condition – psychologically, spiritually, physically and emotionally – throughout their career.   |
| <b>Culture of Excellence (COE)</b>                            | A Navywide approach that empowers the Fleet (i.e., U.S. Fleet Forces Command, U.S. Pacific Fleet, Commander Naval Forces Europe / Africa) to achieve warfighting excellence by fostering psychological, physical and emotional toughness; promoting organizational trust and transparency; and ensuring inclusion and connectedness among every Sailor, family member and civilian. |
| <b>Destructive Behaviors</b>                                  | Behaviors that are counterproductive to Sailor readiness and may cause harm to self or others (e.g., suicide attempts, domestic violence, prescription drug misuse).  |
| <b>Diversity</b>  | The different characteristics and attributes of individuals.  |
| <b>Engaged Leadership Program (ELP)</b>                       | A Navywide program that utilizes EDLs and CRTs to provide commanders with a better understanding of issues impacting Sailor resilience, implement positive measures to promote their well-being, build resilience and make Sailors and commands more combat ready.  |
| <b>Human Factors</b>  | Factors that influence or affect human behavior, abilities, limitations, and other characteristics within a system, task or activity, and environment (e.g. stress, injury, intoxication, relationship issues, financial hardship, competing requirements, unrealistic objectives, lack of leadership, inadequate training).  |



| Term                               | Definition  |
|------------------------------------|---|
| <b>Human Factors Process (HFP)</b> | A human-centered approach designed to reduce a command's risk associated with negative behaviors (e.g., public intoxication) and increased protective factors (e.g., responsible drinking) to optimize human well-being and overall performance.  |
| <b>Inclusive Culture</b>           | A culture that values and integrates individual perspectives, ideas, and contributions into an organization's functions and decision-making process.  |
| <b>Primary Prevention</b>          | An approach that involves intervening before negative health effects occur or conditions develop. The COE primary prevention strategy aims to promote healthy relationships, interactions and choices among Sailors by boosting personal connections and protective factors against counter-productive and destructive behaviors. |
| <b>Protective Factors</b>          | Individual or environmental characteristics, conditions or behaviors that reduce the effects of stressful life events (e.g., inclusion, help-seeking behavior, financial literacy). These factors increase a Sailor's ability to avoid risks and promote healthy behaviors to thrive in all aspects of life.                      |
| <b>Psychological Health</b>        | The ability to uphold mental immunity when navigating opportunities and adversity. It includes establishing healthy habits to promote personal growth and remaining flexible in changing environments.  |
| <b>Resilience</b>                  | The capacity to withstand, recover, grow and adapt in the face of stressors and changing demands.   |
| <b>Risk Factors</b>                | Factors that increase the likelihood of self-directed harm or harmful acts.   |
| <b>Signature Behaviors</b>         | Behaviors that are positive, honorable and promote the Navy's Core Values, Ethos and Core Attributes (e.g., treating others with respect, demonstrating and encouraging strong leadership, intervening when necessary)(Complete list can be found under reference page above).  |
| <b>Toughness</b>                   | The ability to thrive in any condition, psychologically, spiritually, physically and emotionally. It includes using resilience to cope with stress, persevere through challenges and have the courage to seek help when needed.   |
| <b>Trust</b>                       | The shared, transparent commitment between teams, leaders, peers and subordinates contributing to an authentic environment that promotes learning and recovery.   |



# APPENDIX

| Acronym        | Description  |
|----------------|--|
| <b>CCC</b>     | Command Career Counselor                               |
| <b>CCS</b>     | Command Climate Specialist                             |
| <b>CDB</b>     | Career Development Board                               |
| <b>CFL</b>     | Command Fitness Leader                                 |
| <b>CFS</b>     | Command Financial Specialist                           |
| <b>CIAC</b>    | Command Individual Augmentee Coordinator               |
| <b>CMC</b>     | Command Master Chief                                   |
| <b>CMEO</b>    | Command Managed Equal Opportunity                      |
| <b>CO</b>      | Commanding Officer                                     |
| <b>COE</b>     | Culture of Excellence                                  |
| <b>CRT</b>     | Command Resilience Team                                |
| <b>CRTHFC</b>  | Command Resilient Team Human Factors Council           |
| <b>DAPA</b>    | Drug and Alcohol Program Advisor                       |
| <b>DH</b>      | Department Head  |
| <b>DIVO</b>    | Division Officer                                       |
| <b>DLCPO</b>   | Department Leading Chief Petty Officer                 |
| <b>DRC</b>     | Deployed Resiliency Counselor                          |
| <b>EDL</b>     | Engaged Deckplate Leader                               |
| <b>EEO</b>     | Equal Employment Opportunity                           |
| <b>ELP</b>     | Engaged Leadership Program                             |
| <b>EOSC</b>    | Expanded Operational Stress Control                    |
| <b>FFSC</b>    | Fleet and Family Support Center                        |
| <b>HFP</b>     | Human Factors Process                                  |
| <b>IDC</b>     | Independent Duty Corpsman                              |
| <b>INDOC</b>   | Command Indoctrination                                 |
| <b>ISIC</b>    | Immediate Superior in Command                          |
| <b>MWR</b>     | Morale, Welfare and Recreation                         |
| <b>OIC</b>     | Officer in Charge                                      |
| <b>PBFT</b>    | Planning Board for Training                            |
| <b>PCS</b>     | Permanent Change of Station                            |
| <b>PP/HFP</b>  | Primary Prevention / Human Factors Process             |
| <b>SAPRO</b>   | Sexual Assault Prevention and Response Officer         |
| <b>SAPR VA</b> | Sexual Assault Prevention and Response Victim Advocate |
| <b>SEL</b>     | Senior Enlisted Leader                                 |
| <b>SPC</b>     | Suicide Prevention Coordinator                         |
| <b>XO</b>      | Executive Officer                                      |